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**THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE, JOB
SATISFACTION AND WORK-LIFE BALANCE ON
ORGANIZATIONAL COMMITMENT AMONG GEN Y**

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Universiti Utara Malaysia

**Thesis Submitted to
School of Business Management,
Universiti Utara Malaysia,
In Partial Fulfilment of the Requirement for the
Master of Human Resource Management (MHRM)**



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SCHOOL OF BUSINESS MANAGEMENT

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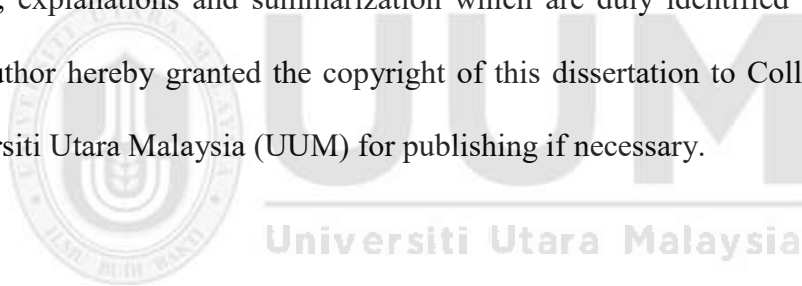
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ABSTRACT

The aim of this study was to examine the influence of organization justices (distributive justices and procedural justices), job satisfaction and work-life balance on organization commitment among Generation Y. This study indicates new contribution in theory of equity and affect factors of organization commitment. The Questionnaire was utilized to collect the data from one hundred and fifty Generation Y employees work in Manufacturing sector using purposive sampling technique. Data collection was administered using on-line (Google form) distribution through official e-mail ID among of four selected manufacturing that located in Penang which are Kontron Asia Pacific Design Sdn Bhd, Motorola Technology Sdn Bhd, Intel Technology Sdn Bhd and Premium Sound Solutions Sdn Bhd. The data was analysed using Statistical Package for Social Science (SPSS) 24. Data were analyzed using different statistical techniques such as descriptive of variable analysis, reliability analysis, normality analysis, and inferential analyses (Pearson Correlation analysis and Multiple Linear Regression analysis). The findings of this study revealed mixed results, that procedural justices where significant to organization commitment while the distributive justices, job satisfaction and work life balance were not predicting on organization commitment among Generation Y in Manufacturing Industry. Hence, the study concludes that for effective organization commitment among Manufacturing Industry to be improved the level of process and procedural in fair and free from bias. This would help to ensure the retention or best talent as the competitive advantage in organization and reduce the cost of recruiting and training.

Keywords: *Organization Commitment, Organization Justices, Distributive Justices, Procedural Justices, Job Satisfaction, Work-life Balance, Generation Y, Manufacturing Industry*



ABSTRAK

Tujuan kajian ini adalah untuk mengkaji pengaruh organisasi keadilan (keadilan distributif dan keadilan prosedur), kepuasan kerja dan keseimbangan kerja terhadap organisasi komitmen dalam kalangan Generasi Y. Kajian ini menunjukkan sumbangan baru dalam teori ekuiti dan pengaruh kepada faktor-faktor organisasi komitmen. Soal Selidik telah digunakan untuk mengumpulkan data dari seratus lima puluh pekerja Generasi Y yang bekerja dalam sektor Pembuatan dengan applikasi teknik *sampling purposive*. Pengumpulan data ditadbir menggunakan pengedaran secara dalam talian (*Google form*) dan melalui e-mel rasmi pekerja dari empat organisasi terpilih yang terletak di Pulau Pinang iaitu *Kontron Asia Pacific Design Sdn Bhd*, *Motorola Technology Sdn Bhd*, *Intel Technology Sdn Bhd* dan *Premium Sound Solutions Sdn Bhd*. Dapatan data yang dianalisis menggunakan *Statistical Package for Social Science* (SPSS) 24. Data dianalisis dengan menggunakan teknik statistik yang berbeza seperti deskriptif analisis, analisis kebolehpercayaan, analisis normal, dan analisis inferens (analisis korelasi Pearson dan analisis regresi Pelbagai Linear). Penemuan kajian ini mendedahkan hasil campuran, bahawa hakikat prosedur yang penting kepada komitmen organisasi manakala keadilan distributif, kepuasan kerja dan keseimbangan kehidupan kerja tidak meramalkan komitmen organisasi di kalangan Generasi Y dalam Industri Pembuatan. Oleh itu, hasil kajian ini menyatakan bahawa komitmen organisasi dalam kalangan Sektor Pembuatan dapat ditingkatkan melalui proses dan prosedur yang dijalankan secara adil dan bebas dari kecenderungan. Ini akan meningkatkan komitmen dan mengekalkan pekerja yang berprestasi baik sebagai kelebihan daya saing dalam organisasi dan mengurangkan kos merekrut dan latihan.

Kata kunci: *Komitmen Organisasi, Keadilan Organisasi, keadilan distributive, keadilan prosedur, Kepuasan Kerja, Keseimbangan Kehidupan Kerja, Generasi Y, Industri Pembuatan*



ACKNOWLEDGEMENT

First and foremost, I would like to thanks God for making this successful. My deepest gratitude is to the each and every one, who helped me throughout this master study. Without their understanding, encouragement and support, I would not be able to complete this research paper.

I would like to express my deepest gratitude and appreciation to my supervisors, Prof. Madya Dr. Norsiah Bt Mat, for her advices, guidance and encouragement in guiding me in completing this thesis. Truly appreciate of having good supervisors guiding me in doing this research paper.

Besides, my special sense of gratitude to both parents; Jamil B. H Osman and Bassoriah Bt Hassan, spouse; Mohammad Zulhilmi B. Abdul Ghani, daughters; Fathimah Zahra, Asma' Khadeejah & Airis Safiyyah and siblings; Mohd Afifi, Mohd Zaki, Mahfuzah & Nur 'Atikah for continuous support me with emotional and physically support. They give me a lot of positive advices, opinions, constant demonstration of love and moral supports throughout my years of study.

Last but not least, I would like to thank all respondents for the cooperation in answering the questionnaires and those who involved directly or indirectly throughout the process of doing this research.

I am sincerely and gratefully thankful to all of you.

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LIST OF ABBREVIATION

AC	Affirmative commitment
CC	Continuance Commitment
DJ	Distributive Justice
DOSM	Department of Statistics Malaysia
FMCG	Fast-Moving Consumer Good
GDP	Gross Domestic Product
Gen X	Generation X
Gen Y	Generation Y
IR 4.0	Industrial Revolution 4.0
JS	Job Satisfaction
NC	Normative Commitment
OB	Organization Behavior
OC	Organization Commitment
OJ	Organizational Justice
PJ	Procedural Justice
SHRM	Society Human Resource Management
SPSS	Statistical Package for Social Science
WD	Workforce Diversity
WLB	Work-life Balance

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter enhancing preliminary information on study's background, problem statement, research objectives, research questions and significance of the study, scope of the study, definition of the key terms as well as organization of the dissertation in present study will be provided.

1.1 Background of the study

Malaysia experience economic development with rapid growth in all industries that contribute in increasing Malaysia Gross Domestic Product (GDP). Latest statistic from Malaysian Department of Statistic shows that manufacturing sector contribute 23% (Refer to Figure 1.1) after service sector which represent the value of overall activities in that industry leads to the contribution of Malaysia GDP growth. As enhanced by Department of Statistics (2019), manufacturing and service sector are the key drivers of Malaysia economic growth which shows 4.4% of growth in 3rd quarter of 2018.

Economic Activity	Share	Growth Rate	Description
Services	56%	Q3 2018 – 7.2% Q2 2018 – 6.5%	Fuelled by Wholesale & retail trade, Information & communication and Finance & Insurance
Manufacturing	23%	Q3 2018 – 5.0% Q2 2018 – 4.9%	Contributed by E&E, Petroleum, Chemical, Rubber & Plastic and

			Transport equipment, other manufacturing & repair products
Construction	4.7%	Q3 2018 – 4.6% Q2 2018 – 4.7%	Led by Civil engineering, Specialised construction activities and Non-residential buildings
Agriculture	8.2%	Q3 2018 – -1.4% Q2 2018 – -2.5%	An improvement in all sub-sectors except for Oil palm
Mining & Quarrying	7.3%	Q3 2018 – -4.6% Q2 2018 – -2.2%	Declined in production of crude oil & condensate and natural gas

Figure 1.1

Malaysia Economic Performance Third Quarter 2018

The current status of global economy conditions in Malaysia maintain good records in Manufacturing sectors which successfully registered a sales value RM67.8 billion in January 2018, it has shown a strong growth of 10.8% compared to RM61.2 billion reported a year ago (DOSM, 2018). Manufacturing industries consists of several sub-sectors, the top 3 sub-sectors are champions from Electrical & Electronic Products which contributed 14.3% increase 5% from December 2017 9.3%. The second are Petroleum, Chemical, Rubber & Plastic 10.9% which decrease 1.6% from December 2017 12.5%. Lastly, Food, Beverage & Tobacco 9.1% increase 2.2% from December 2017 6.9%.

Sales Value	Numbers of Employees	Salaries & Wages	Sales value per employee
RM67.8 Billion 10.8%	1,070,549 persons 2.5%	RM3,740.0 Million 13.3%	RM63,292 8.0%
December 2017: 9.4%	December 2017: 2.4%	December 2017: 9.2%	December 2017: 9.2%

Figure 1.2

Economy condition in Manufacturing Sector

The good news regarding employee specifically in manufacturing industry is their engagement with the organization. Based on Figure 1.2 indicate the growth of employee engagement from 1,044,346 (January 2017) to 1,070,549 (January 2018), increased about 2.5% employees (DOSM, 2018). The figure indicated that there is diversified workforce entering in the organization which present study will be conducted on factors affects the Generation Y or known as Millennia Generation on the organization commitment.

In the situations of economic growth in Manufacturing Industry, there is still a need to maintain their competitive advantages in organization. Employers are confronted with the issue of Gen Y which is retention a key talent in organization. This is because due to baby boomer generation are prepared to hand down and pass their responsibilities to next Generation X and Y. However, from the past research on the topic of indicates Gen X employees are more loyal to their employer and find value in longevity compared to Gen Y employees who consider entrepreneurship and diversity in career path as an ideal goal. (O'Bannon, 2001). Thus, organization face issues with Gen Y's commitment towards organization.

There are past studies with regards on the Generation, as every generations values characteristic differently. Obviously, the differences in characteristic such communication tools used by different Generation people for work. Gen X, baby boomers and traditionalist person prefer earlier types of communication device such as desktop computer, landline phone and fax. Whereas for Gen Y person their preferences tend to change align with technologies development and recognized as technology savvy generation. They (Gen Y) are those born between 1980 and 2001 (Zemke .R, 2000). They

use online social networks such as Facebook and Twitter and professional networks to communicate, thus they are well informed and connected virtually. Apart from communication tools, there are other characteristics that reflect Gen Y person; ethnically diverse, global, independent, confident, adaptive to various situations and multitasking. This also consistent with the development of Industrial Revolution 4.0 (IR 4.0). Unfortunately, they often lack loyalty towards their employers and are prone to taking risks, which may allow them to job-hop frequently.

Organizational commitment (OC) has become crucial topics which need to be focused to ensure the investment allocated for human resource development will get return. Malaysia recorded the most restless where 48% respondents tends to look for other jobs and 35% planning to move within 6 months (Hays Survey, 2018). It's shown that workforce in the labor market with complete packages of leadership skill, interpersonal skill, clear career path, international exposure and good performance tend to job-hopping which received the salary offered increase between 20% to 30% instead of remains in the same organization as the salary increment only between 3% to 10%.

Furthermore, another survey on the job-hopping trends among Gen Y or so-called Millennia's keep increasing as survey shown 63% of employees are not engaged and only 23% of employees are engaged to the organization (Gallup Survey, 2013). This survey was done in 94 countries and almost 300 employees are selected in every country. Malaysian is no exception from this survey as the results show 83% of employees are not engaged and 11% of employees are engaged to the organization (Gallup Survey, 2013). Pew Research Center Analysis of census U.S Bureau Data identified in year 2017, 56

Million of Gen Y those aged between 21 to 36 were working and looking for work. The data show that it has exceeded Gen Xer on 53 Million, who accounted for a third of the labor force. Gen Y percentage increase drastically and entering the workforce with working style, views and demands could be different from Gen X and baby boomer.

These phenomena are distressing condition to management, as organization need to allocate an investment for skills development, in parallel they also should promote and encourage commitment in organization. The attrition rate increases and losing top talent to competitors are sensitive topic to employers (Hays Survey, 2018).

1.2 Problem Statement

Organizational commitment has received a great attention from researchers (Chughtai & Zafar, 2006; Mowday, Porter & Steers, 1982). Among the reasons for the prominence in the organizational literature is that commitment has repeatedly been recognized as a significant factor that determines the work behavior of employees in organization (Meyer, 2002; Meyer Herscovitch, 2001; Mowday 1979). Commitment is the factor that links to the organization (Meyer & Allen, 1997) and helps the organization succeed (Fornes, 2008, Mowday, 1982) and basically, it has been found to be related to positive organizational outcomes such as job performance (Chen 2006, Yousef, 2000), employee satisfaction (Chughthai & Zafar, 2006; Meyer, 2002; Yuosef, 2000) and turnover (Angel & Perry, 1981; Meyer, 2002; Powell & Meyer, 2004).

Apart from previous studies, OC can be measured among employee via the years of services. According to survey by Hays in 2018 has shown that employee work in current organization within 2 years to 5 years are 30% and more than five years is only about 11% which a huge gap of percentage. The reasons employee tends to look for new employer stated as tops four reasons are; first, 61% salary and remuneration packages still remains as the major factor, second 47% slow career progression, third 47% seek new challenges and the fourth 35% due to management style and company culture.

As in this 21st century, industries were conquered by Gen Y employees and specifically many issues regarding increase in turnover rate among Gen Y due to factors such as job stress, high workload, job dissatisfaction, low work-life balance and high possibility on organizational justice. Moreover, successful organizations have to maintain 2% attrition rate, which sometimes impossible to achieve for Gen Y. Currently existing organization especially well-established companies have taken tremendous effort in fulfilling Gen Y needs and requirements such as flexible working hours, facilities such as gym, swimming pools, and sport activities which is helpful for work life balance. Several benefits were introduced by Malaysian government to attract Gen Y as to retain key talent in order to compete globally.

In a nutshell, the factors influence on the organization commitment was derived from the study of factors that affects Generation Y worker' organizational commitment by (Lim Xtn Yi, 2014). The study was conducted to 180 respondents from Gen Y in Fast-Moving Consumer Goods industry (FMCG) companies in Klang Valley. The limitation of the finding as the samples cannot represent others Gen Y employee works in different

industries in Malaysia as a whole. The present study will be determining the factors influence on the organization commitment in Manufacturing industry in Penang area.

Furthermore, the interesting study about the organization commitment among Gen Y can be supported by the surveys conducted internationally to several countries. As the evidence revealed by Multiple Generation Work Survey conducted to 1,189 employees and 150 managers found 91% Gen Y tend to leave job in less than 3 years (Penn Schoen Berland, 2012). In addition, another's (Meyer, 1993) international survey conducted by Hay revealed that new generation has high demand for work life balance in future company where 40% responded to work life balance; 29% career progression and 27% for management style and company culture (Hays Survey, 2018). The researchers have found commitment to organization reduce as this generation people takes more consideration on work-life balance, career opportunities and underlying happiness in workplace (Star News, 2013).

1.3 Research Questions

Based on above discussion, the central question for the present study would be “*what factors are related to Gen Y employees’ organizational commitment?*” Specifically,

1. Do organizational justice (distributive justice and procedural justice) related to organizational commitment?
2. Do job satisfaction related to organizational commitment?
3. Does work-life balance relate to organizational commitment?

1.4 Research Objective

1. To examine the relationship between organizational justice (distributive justice and procedural justice) and organizational commitment.
2. To investigate the relationship between job satisfaction on organizational commitment.
3. To investigate the relationship between work-life balance on organizational commitment.

1.5 Significance of The Study organizational justice, job satisfaction, and work-life balance.

This study was conducted to examine the relationship of organizational justice, job satisfaction and work-life balance on OC. The present study is valuable for both aspects namely, theoretical and practical.

From theoretical perspective, present study helps in contributing to existing body of knowledge by expanding literature on organizational commitment, organizational justice, job satisfaction, and work-life balance. Moreover, it will enable to enhance readers understanding factors related to organizational commitment among Gen Y.

Practically, this study could assist organization to improve organizational commitment by considering recommendations made in this study related to factors like organizational justice, job satisfaction, and work-life balance which could help to explain organizational commitment among Gen Y. Specifically, the findings of present study would be

contributing to manufacturing industry in updating Human Resource policies and procedures which fit to the current needs in retaining talent assets in organization.

1.6 Scope of The Study

This study was conducted in four manufacturing companies in Penang Area which consists of automotive and electrical & electronic nature of business. Among the companies are Premium Sound Solutions Sdn Bhd, Kontron Asia Pacific Design Sdn Bhd, Intel Technology Sdn Bhd and Motorola Technology Sdn Bhd. Focus was given to Gen Y employees from various position and level in these four manufacturing companies. The studied variables involve organizational justice, job satisfaction and work-life balance as independent variables and organizational commitment as the dependent variables.

1.7 Definition of Key Terms

Organizational Commitment

Organizational commitment is defined as psychological state that characterizes the employees' relationship with the organization and has implication for decision to continue or discontinue the relationship with the organization (Meyer, Allen & Smith, 1993).

Organizational Justice

Organizational justice was identified by Greenberg (1993), as the term refers to how employee's perception on certain area of working condition such as salary, environment, accommodations and etc. to reflect on their perceived of justice and fairness in the workplace (Usmani & Jamal, 2013).

This study focuses on two types of justice as described below.

(i) Distributive Justice

Distributive justice is defined as how people determine whether they have been received fairly by comparing with other colleagues in same organization or any other organization which same social setting (Colquitt, 2001).

(ii) Procedural Justice

Procedural justice is defined as fair if some control over the process used to reach the outcome is given to employee (Colquitt, 2001).

Job Satisfaction

Job satisfaction is defined as an individual effective reaction or cognitive attitude towards job, it's an extent to which the individuals like or dislike their job (Ivancevich & Matteson, 2002).

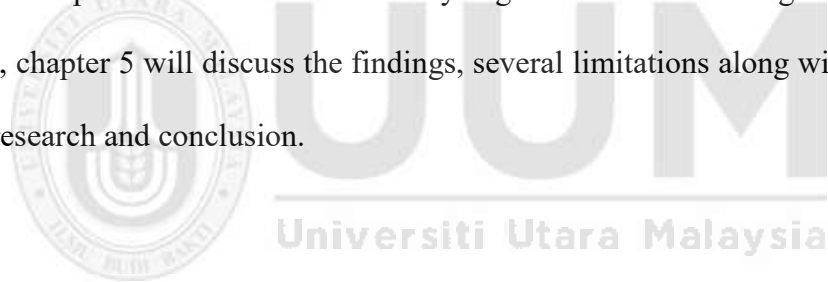
Work-Life Balance

Work-life balance perceived as achieving a balance between the demands of employees' family life and work lives (Hayman, 2005).

1.8 Organization of Dissertation

This chapter, researcher has discussed the overview of research background, research problem, research questions, research objectives, significance of the study and definition of key terms to easiest understanding. In chapter two, researcher will be provided review of previous literature related to organizational commitment, organizational justices, job satisfaction and work life balance. Hence, this chapter elaborates the relevance theory, to be related to theoretical framework and hypothesis of this study.

The chapter three, all the variables finding will compile and explained the various aspects of research methodology included population and sampling, data collection and analysis method. Chapter four is devoted to analyzing the data result using SPSS and the last chapter, chapter 5 will discuss the findings, several limitations along with suggestion for future research and conclusion.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter discuss on the explanation of dependent variable and independent variable of the studies. Then, we will summaries and discussions on the previous study of construct and proposed theoretical framework as well as hypothesis development of the study.

2.1 Organizational commitment

Organization commitment was introduced by Howard Becker (1960) and it's become attention as this related to employee attachment to the organization. OC is a strong psychological and social attachment related to people such colleague, may commit to the thing such tasks or society such club or organization (Tyree JR., 1996). The theory of commitment has been explored more than 50 years till now and further research has been done to understand the context of OC from the employee's and employer's perspective (Stinglhamber et al., 2015). It's be as one of the important variables in most of researcher's studies shown that OC significantly influences to the factors of reduce the percentage of attrition rate, increase in employee motivation, raise the talent retention and increase in employee efficiency and effectiveness in completing their tasks to organization (Dude, 2012).

Since 1960, OC has been defined by Howard Becker as “side-bet” theory, which means an allocation budget for employee development program such continuance learning, and employee perceived towards the development program may assist increase in the percentage of OC. Beside that, OC will be reflected to the individual’s psychological state, which refer to employee’s identity in organization and it’s shown the level of relationship between the employee and his/her organization. (Bostjancic, 2010). As OC will indication of individual’s identity and involvement with a specific organization (Kalantarkousheh, Shrghi, Soleimani & Ramezani, 2014), it’s also increases employee effectiveness and satisfaction in performing their tasks (Hunter & Thatcher, 2007).

Beside the above theory developed by Howard Becker (1960) OC was continue created more theory by researchers and the most popular theory in OC was introduced by Allen & Meyer in 1984. Earlier, the theory was described OC into two dimensions; which are Affective Commitment (AC) and Continuance Commitment (CC). Later in 1990, Allen and Meyer added another dimension to their theory known as Normative Commitment (NC) (Zheng et al., 2010). AC has been described as employee’s level of emotional and psychological attachment to the organization, it’s also been characterized by Porter, Steers, Mowday & Boulian (1994) in three factors; Firstly, employees believe on the organization vision, mission and objectives. Secondly, employee level of extra miles in achieve organization goals and lastly, a strong desire to remain his/her membership with their organization.

The second OC dimensions is CC, which can be described as the employee analysis on the cost impacted if he/she is leaving the organization. Normally, it's related to employee seniority package such retention rewards, company share, medical benefits entitlement, leave entitlement, miscellaneous entitlement which are not able to transfer from one organization to another organization. (Obeng & Ugboro, 2003). However, employee with this CC will only minimize their effort as the basic necessary required by employer and unwilling to take an extra mile in completing his/her tasks as he/she just wants to keep the job available. (Gutierrez, Candela & Carver, 2012). The last OC dimension is NC, which is a feeling of high responsibility to remain his/her membership due to allocation investment by the organization for his/her development learning program such degree or master level. Indirectly created employee's feels responsibility to repay their contribution back to the organization (Aydin, Sarie & Sengul, 2011).

Employer realized the importance of managing workforce as employees are the importance assets which driving force to the organization (Jordan, Miglic & Maric, 2016). Employer who failed to manage their workforce will lead to increase dissatisfaction and indirectly increase the organization cost. OC will be one of the most OB issues which faced by the current organization and employees were not committed as before if the issues haven't solved (Lo, Ramayah & De Run, 2010).

2.2 Generation

The main issue on the global economic is workforce diversity, in the present study will related the OC with the one of the components in workforce diversity (WD). When people discussed about WD, it's not only focus on the employee types of races, religious and citizenship, but the generation will be one of the components in the WD. In the present research, generation will be unit analysis of the factors that influence on the OC and as generation have been defined as an identifiable group based on the years of birth, location, significant industry and norm or cultural in certain area (Beck, 2001) of stages development (Kupperschmidt, 2000).

There are a lot of researches on the topic of Generation and mostly agreed there are four types of Generation which were veteran, baby boomers, Generation X (Gen X) and Generation Y (Gen Y). The studies have been done and the results shown among different generations will be effect employee behavior style, communication ways, and the ways of thinking is due to the exposed on social media, technology savvy, family background and opportunities in continuance develop the level of education (Timmermann, 2007; Hammett, 2007 & O'bannon, 2001).

Therefore, the combination of researches classified the different work values such; attitude work, change readiness, communication, decision making, development, feedback, loyalty and rewards as below table 2.1:

Table 2.1

2.1 Organizational commitment among Generations

Work Related Values		Baby Boomer	Gen X	Gen Y
Attitude towards Work		Lives to work	Works to live	Find leisure very important
		Has a high job satisfaction?	Wants a life outside work	Values freedom
		Looks for job security	Is mobile	Wants a job that is interesting
		Wants to feel that the job is important	Rates security but at the same time values independence highly	
Change readiness		Accepts but does not embrace change	Is more open to change	Put emphasis on continues change which gives (personal) satisfaction
		Put emphasis on restructuring	Put emphasis on improving quality and professionalism	
Communication		Like to discuss and argument	Like to share	Like to be fast and targeted

Table 2.1 (Continued)

Decision Making	Looks for consensus for majority decision	Is pragmatics and just looks for “what just works”	Takes fast decision based on having a good feeling
Development	Looks for self-development Looks for intellectual stimulation Regards personal growth highly	Looks for self-development Wants to learn continuous in the workplace Wants to learn from everybody Like to be multitaskers	Wants to learn continuously and interactively in the workplace Wants to learn from everybody Like to be multitaskers
Feedback	May be insulted by continuous feedback	Welcome immediate and continuous feedback	Welcome immediate and continuous feedback
Loyalty	Is loyal to the organization Has a low willingness to quit organization	Has a medium commitment to the organization? Values relations with co-workers above that with the organization	Feels more loyalty to an idea, cause or product than to the organization
Rewards	Looks for extrinsic rewards	Looks for both extrinsic and intrinsic rewards	Looks for intrinsic rewards but ranks economic returns also highly

Has willingness to	Seek	promotion
wait turn for	based on ability	Is motivated by an
promotion		affiliative work
	Expect immediate	place
	recognition and	
	quick promotion	

Sources: Summarized from: Benson and Brown (2011), Cennamo and Gardner (2008), Chen and Choi (2008), Deal (2007), Gursoya et al. (2008), Karp et al. (2002), Kunreuther (2003), Lyons et al. (2007, 2012), Montana and Petit (2008), Patota et al. (2007), Smola and Sutton (2002), Tolbize (2008), Twenge and Campbell (2010), Twenge et al. (2010) and Wong et al. (2008)

2.3 Organizational Justices

Organization justices (OJ) has been defined as employee's perceived of fair treatment in the organization (Usmani, 2013). In theoretically, OJ is also relate to the theory of equity by Adam in 1965 and it was defined equity as employee perception or perceived of the outcome received from the employer compare with other peers in the same organization if any, or different organization with the same positions and functions. Existing of equity when employee's perceived equal in the outcome received by employer comparing with other peers or peers in different organizations. On the other hand, he/she may perceive underpaid when comparing his/her outcome from the other peers that will lead to "unsatisfied", "stressful" or "tension".

The concept of OJ was coined by Greenberg in 1987, which classified OJ into two dimensions; Distributive Justices (DJ) and Procedural Justices (PJ). DJ was employee

measured on the pay level, pay rules and task distribution (Dubinsky & Levy, 1981) compare to PJ which employee perceive of process or procedure for the particular outcome as fairness when it reaches the outcome is give to an employee, this is more focus on the legal disputes (Colquitt, Wesson, Porter, Conlon & Ng, 2001). However, DJ have received many attention by researcher's studies as this is related on employee's perceptive on the outcome received from his/her employer (Usmani et al., 2013).

2.4 Job Satisfaction

As OC, Job Satisfaction (JS) also long-standing in organization research (Nguyen & Borteyrou, 2016). There are numerous definitions of job satisfaction (Westover & Taylor, 2010; Gozukara & Colakoglu, 2016). JS is an individual's perception and evaluation of a job which effects from the organization climate (Mincu, 2015) these are influences by the individual's needs, perceived value and end employee's expectation (Sempene, Rieger & Roodt, 2002). JS is an individual emotional attitude towards work and also work environment; this can distinguish whether employee complete the task with fully satisfied or effected by the several factors (Gok, Karatuna & Karaca, 2015).

The main JS concept in organizational psychology are determinants for development of HR management practices in organization. (Hauff, Richter & Tressin, 2015). It's important for practitioner to understand the JS concept because it's will affect to organization productivity (Kales, 2015). JS affects to employee satisfaction and commitment (Hajdukova & Klementova, 2015). Employee with high level of JS generally have positive attitude towards their work it's vice versa if employee in low level of JS will

posted negative attitude towards their work (Robbins & Judge, 2015). This perceptive can assists to retain their employees in organization (Saari & Judge, 2004; Westlund & Hannon, 2008).

Employee JS is measurement of organizational performance, which are influenced by the organizational and other factors (Rothemann & Coetzer, 2002). Mostly, employer aware on the importance of JS, because they know the increase of JS among employee is a productive employee in an organization. Even though, the JS has been discussed for so many years, but it's still important the study the relevancy of JS because, if employees are dissatisfied, they will look for another opportunity and leave their tasks and organization without feels any guilty (Martin & Coetzee, 2007).

Past research found, job satisfaction is an elements of employee performance, as most of the study found employee increase in satisfaction may affects to the other work such productivity, efficiency, reduce in absenteeism and turnover rate. It's also stated the to the employee intention to quit (Nagar, 2012).

2.5 Work-life Balance

Work-life balance (WLB) is define as the allocation time between work and family or enjoy activities such watch movie, handout with friends and etc. (Cambridge Advance Learner's Dictionary & Thesaurus, 2013). It's also describes as balancing between demand for work by the employer and time by the family (Jyothi, 2012), the satisfied of

WLB has been describe by overall result of employee level of meeting their work and accomplish demand from family (Fransman, 2015).

A research from Maad, 2008 there is a positive relation between WLB and turnover rate, as employee tend to leave the organization due to imbalance between work and family. The famous phase says “we work for live, not live for work” has been well known and used by several employee who looks for life balance. WLB is not specifically for marriage family or dual income family but it’s also demands from single and single income family. The flexibility working arrangement provided by organization can increase the employee productivity as especially female may do not have to take career break or leave the workplace to provide care (ILO, 2016).

2.6 Hypothesis Development

Hypothesis can be defined as an argument of the research problems. Thus, it needs to be transparent and specific to attain the outcome of the research. There are three hypotheses developed below based on the arguments.

2.6.1 Organizational Justice and Organizational Commitment

The past studies on the relation between OJ and OC found mix results. The researchers found the two elements in OC which were DJ and PJ have significant relation to OJ (Arif Hassan, 2002; Ching, Wong & Tion, 2010).

However, the result had identified which elements were dominant to OC; from my knowledge PJ founds more dominant compared to DJ. It's based on the nature of job, sectors, locations and various factor which determine OJ as significance relation to OC. The studies which shown PJ were most dominant were conducted to 181 middle and lower level managers from banking, finance, production, manufacturing and services sectors found that both DJ and PJ have significant relation however, PJ most dominant result from DJ (Arif Hassan, 2001). It's also same as studies to 140 non-academic of education institute which resulted PJ most influence on OC (Efosa & Salehipour, 2018). Besides that, the study conducted for Malaysian employees resulted OJ has been fairly treated, only the allocation of perceive may increase the OC in an organization (Choong el. Al, 2010).

Whereas the studies which were dominant to DJ from was from 200 Medical Center Administration employees found DJ was dominant to OC. The author may predict this is because nature of job which require more time allocation to work and employee has to sacrifice their personal time. It's also shown the same resulted on 595 Health employees which DJ was dominant compare to PJ. The numbers of studies were discussed which conditions of DJ is more important than PJ? The answer was when it comes to the final management decision and discretion will be other reasons for OJ studies (Sheppard, Lewicki & Minton, 1992). But, it's also founds that

others side of study was recently conducted reports commitment mainly related with PJ (Cohen-Charash & Spector, 2001; Tremblay, Cloutier, Simard, Chenevert, & Vandenberghe, 2010). Hence, the following hypotheses are presented.

Hypotheses 1: There are significant relationship between organizational justice (distributive justice) and organizational commitment among Gen Y.

Hypotheses 2: There are significant relationship between organizational justice (procedural justice) and organizational commitment among Gen Y.



2.6.2 Job Satisfaction and Organizational Commitment

Job Satisfaction has been tremendous by various studies, it's inclusive organization commitment. The past researches, most of the resulted found the significant relationship between JS and OC (Steers, 1977, Marsh & Mannari, 1977, Meyer & Allen, 1997, Arciniega & Gonzalez, 2002, Jernigan, Beggs and Kohut, 2002). In a study found their model of longitudinal study support the JS and OC (Farrell & Rusbult, 1981), it's clearly indicating that the causal of directional is from satisfaction to commitment.

The study of unit analysis focusing on nursing employee or nursing students from medical university found significant relation between JS and OC. (Rekha Timalsina, Sarala K.C., Nilam Rai & Anita Chhanty ,2018; Al-hussami m., saleh m.y.n., abdalkader r.h. & mahadeen a.i., 2011; Jernigan, Beggs and Kohut, 2002; Knoop, R, 1995). As JS characteristic is satisfied with the job, colleagues, supervisor and the culture, it's determined the employee level of attachment to the organization.

In the past researcher found JS has been studied both as an antecedent to and as an outcome of OC (Bateman and Strasser 1984; Rayton 2006; Vandenberg and Lance 1992). Regardless of the direction of the relationship, researchers have shown that JS has a positive relationship with OC (Arnett, Laverie, and McLane 2002; Fletcher and Williams 1996; Yavas and Bodur 1999). Strong positive relationship has been observed between JS and OC (Cohen & Golan, 2007; Lumley, Coetzee, Tladinyane & Ferreira, 2011).

JS has proved influenced the OC to the organization, and may lead to increase in the organization productivity, therefore below the past researches the below hypothesis was developed for this study:

Hypothesis 3: There is a significant relationship between job satisfaction and organizational commitment among Gen Y.

2.6.3 Work-Life Balance and Organizational Commitment

There are a lots of past researches between WLB and OC, and the resulted shown as strong relationship and it's will create employee belonging and strong membership to the organization, beside that organization which promotes WLB such flexible working hours, work from home, and provide care for their children have a positive impact to organization productivity. Employee tend achieved their target and complete the tasks instead of accomplishing the working time requirement. It's also proved that WLB increase in talent retention and employee loyalty (Ohio; the State of Perfect balance; Queensland Government, 2009). It's has been frequently investigated in previous studies about WLB (Huang, Lawler & Lei, 2007; Vijaya & Hemamalini, 2012).

WLB factors also found significant to female employees as the study responded by 286 female full-time employees were commit or attached with the organization which provide WLB in their HR policy and procedure. (Wendy J Casper & Christopher M. Harris, 2007). Female employee which require to jungle around the work life and children required to manage their own scheduled. This flexibility could avoid from female to taking break or quit from the employment.

However, the author found recent study which was really related to the recent studies between WLB and OC among Gen Y resulted there is negative relation between WLB and OC among Gen Y. The study conducted multiple methods which were interview and questionnaire. The interview assists for better understanding on the relation between WLB and OC among Gen Y. Therefore, study describe WLB was not reflects the OC and not the factors that employee consider remaining in the organization. (Eric Lim, 2011). Hence, since this study focus on Gen Y we develop below as the hypothesis to support the study:

Hypothesis 4: There is no significant relationship between work-life balance and organizational commitment among Gen Y.

2.7 Research Framework

Refer to Sekaran and Bougie (2016) mentioned that research framework described as fundamental as what the overall research paper is founded. In this study, organizational commitment act as

dependent variable while three independent variables namely, organizational justice, job satisfaction and work-life balance. The link of variables shown in Figure 2.1.

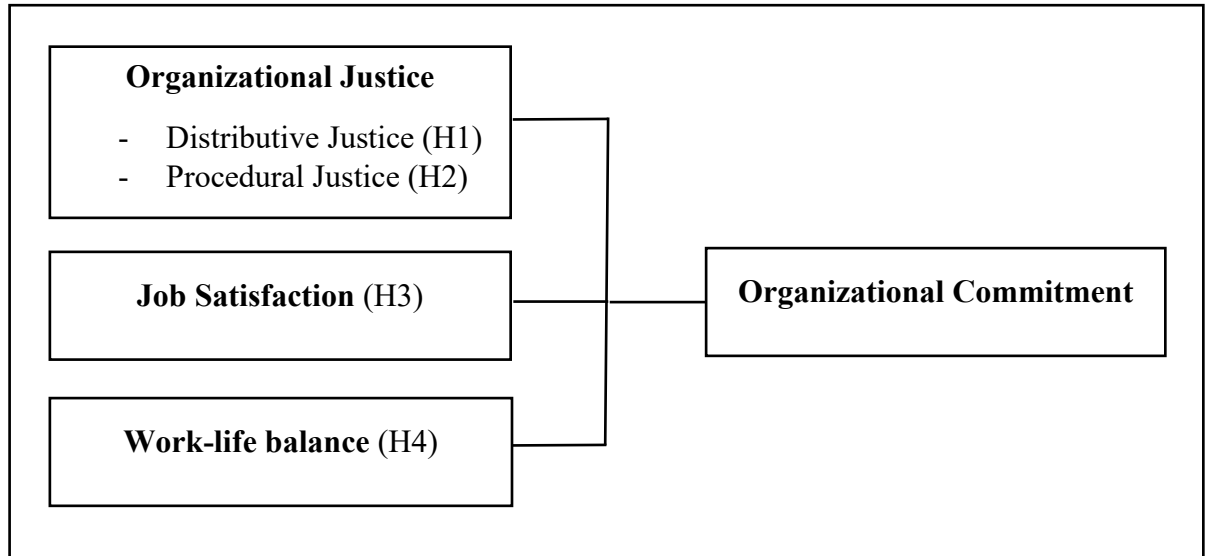


Figure 2.1

Research Framework

2.8 Chapter Summary

This chapter has explained the past studies on organization justices (descriptive justices and procedural justices), job satisfaction and work life balance on organization commitment. Most of the studies found the positive relation to organization commitment.

The study was on the Gen Y employee and the factors was examined for further references by other agencies.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter explains the research design and method used to obtain the required data for answering the research questions. The subsections for this chapter include research design, population, study sample, sampling method, data collection procedures, questionnaire layout, measurement of variables and statistical analysis used were presented. It's to provide the description of detail steps to be undertaken in answering research objective.

3.1 Research Design

In this study, quantitative design was employed due to the ability in clearly express numerical data and data analyzed by using statistical methods, which are descriptive and inferential statistic, Chua (2012). Apart from the numerical aspect, the reliability of responses is able to obtain to examine the relationship between Organizational Justice (Distributive Justice-DJ, Procedural Justice-PJ), Job Satisfaction (JS) and Work-Life Balance (WLB) on Organizational Commitment (OC) among Gen Y employees in Penang Manufacturing Sector. Moreover, quantitative approach may ensure the statistical analyses gathered are valid and reliable (Ghauri, Grohaug, & Kristianslund, 1995).

In addition, by incorporate quantitative approach leads to the development of close-ended questionnaire with seven-point Likert scale. The questions were organized in an extent of agreement scale to control the answer scope beside ensure the reliability and validity of responses without unbiased error (Creswell, 2003). This study is cross-sectional study where data were collected at one-point of time due to time limitation, thus designs implied is align with cross-sectional study concept. The unit of analysis is individual as specifically the study was focus on Gen Y employees in Penang Manufacturing sectors.

3.2 Population, sample size and sampling method

3.2.1 Population

Sekaran and Bougie (2013) coined that population is the overall number of individual, things, events of concern collections that intended to make investigation. It is important to determine sample size which the appropriate amount of selection may help to generalize research findings, reduce time and cost incurred besides able to minimize errors. Thus, in this study, Gen Y employees from four manufacturing companies that located in Penang, Malaysia is the population. Based on data received from each companies' Human Resources Department revealed a total of 2,350 employees are working in those four companies (Premium Sound Solution Sdn Bhd, Kontron Asia Pacific Sdn Bhd, Intel Technology Sdn Bhd and Motorola Technology Sdn Bhd). The reasons choose these four manufacturing, as only employees from these four manufacturing are willingness to participate in this survey.

Company	Headcounts	Number of distributed forms
Kontron Asia Pacific Design Sdn Bhd	89	45
Premium Sound Solutions Sdn Bhd	500	80
Intel Technology Sdn Bhd	1,300*	80
Motorola Technology Sdn Bhd	461	45

**Estimation headcounts as unable to provide the actual data due to confidentiality.*

Figure 3.1

Number of headcounts and distributed forms by-hand

3.2.2 Sample Size and Sampling Technique

Data received from the Human Resource Department from the respective companies is solely the total number of employees and based on the company's policy are not permissible to reveal the workers' identity. Thus, due to the restriction of no sampling frame, researcher imply non-probability sampling to select sample size and sampling technique. Sample size of this study was selected by Roscoe rule of thumb. According to Roscoe (1975) suggest rules of thumb that believed to be appropriate for most behavioural research, sample larger than 30 and less than 500 is proper amount for most research study. However, Hill (1998) recommend that 10% out of parent population is considered appropriate. Thus, this study follows Hill (1998) recommendation to come out with appropriate number of samples to enable generalization. Out of 2350, only 235

sample are needed to represent the whole study population. Whereas, researcher decides to distribute about 250 with intention to receive high response rate.

First magazine Advertising Age (1993) described the Generation to be born in the twentieth century. The Gen Y born between 1981 until 2000 constitute almost 40% from the Malaysian population and Gen Y also known as Millennium, Boomers, Generation Next and Net Generation. (Tay, 2011). Since, the study focus on individual which are Gen Y, researcher apply purposive sampling to select potential respondent by setting up criteria for specific purpose. Specifically, in terms of age group Gen Y employee within 18 years old until 39 years old. The age range was described as group of Gen Y employees that currently working in those named companies.

Table 3.1

Determination of sample size

Hill (1998) (10%):

(SS = Sample Size; NP = Total number of populations in each company)

$$SS = NP \times 10 / 100$$

$$SS = 2350 \times 10/100$$

$$SS = 235$$

3.3 Data Collection Procedure

The procedure in collecting data was handled with high ethical consideration as researcher provide official letter to four respective manufacturing companies in Penang by explaining

the research objective and potential outcome from the research. The process occurs to acquire updated number of populations from the respective companies. Through the number of populations, researcher came out with number of samples to represent the whole population through following Hill (1998). Questionnaire was distributed in two approaches, by manual and through online (Google Form). 250 employees from the four manufacturing companies were invited to participate in this study's survey and the potential respondents were given two weeks' time to complete the questionnaire and return to their respective Human Resource officer.

3.4 Questionnaire Layout

The mechanisms used to collect data were from manual and e-survey (Google Form). The questionnaire was divided into seven sections with total of 42 questions and each section was specified with variables' items (Refer Table 3.2). The scale applied to tap all responses for independent and dependent variables were seven-point Likert scale ranging from 1 to 7 and labelled as "1" (Strongly Disagree), "2" (Disagree), "3" (Moderate Disagree), "4" (Neutral), "5" (Moderate Agree), "6" (Agree) and "7" (Strongly Agree). The agreement scale was same for all variables and respondents are free to indicate their level of agreement or disagreement within the scale range.

Table 3.2

Questionnaire Layout

Questionnaire	
Section	Description
Welcome Note	Welcoming and thanks potential respondent to participate in this study and given assurance on details confidential.
Section A	Demographic Information
Section B	Organizational Commitments (9-items)
Section C	Distributive Justice (4-items)
Section D	Procedural Justice (7-items)
Section E	Work-Life Balance (15-items)
Section F	Job Satisfaction (6-items)

3.5 Reliability Analysis

Reliability analysis was executed to identify the internal consistency among items by using Cronbach Coefficient Alpha. In this study, the reliability level was referred to Sekaran (2003), 0.80 and above (Good), 0.70 (Acceptable) and 0.60 and below (Poor) and the analysis is executed for actual study as the measurement used were extensively used in western and non-western study context. Thus, reliability analysis was conduct solely in actual study (N = 126).

3.6 Measurement of Variables

3.6.1 Organizational commitment

Organizational Commitment (OC) is treated as dependent variable in this study and the measurement was adapted from Lee, Allen and Meyer (2001). There are 9-items that measured organizational commitment questionnaire. A seven-point Likert Scale ranging from 1 (strongly disagree) to 7 (strongly agree) was used to rate the respondents' responses. Items 2, 3, 4, 11, 13 are reverse scored. This questionnaire was chosen as it could be generalized to a non-western culture. The results, as reported by Lee et al., (2001), showed Cronbach's alphas of 0.86 for affective commitment, 0.76 for continuance commitment and 0.83 for normative commitment, where indicating a good level of reliability.

Table 3.3

Measures of organizational commitment

Variable	Operational Definition	Items
Organizational Commitment	As an individual's identification and involvement with a specific organization.	1. I really feel as if this organization's problems are my own. 2. This organization has a great deal of personal meaning for me. 3. I feel that I have too few options to consider leaving this organization.

Table 3.3 (Continued)

-
4. For me personally, the costs of leaving this organization would be far greater than the benefit.
 5. I would not leave this organization because of what I would stand to lose.
 6. If I decided to leave this organization, too much of my life would be disrupted.
 7. Even if it were to my advantage, I do not feel it would be right to leave my organization now.
 8. If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.
 9. I would violate a trust if I quit my job with this organization now.
-

Source: Lee, Allen and Meyer (2001)

3.6.2 Organizational justices

Organizational Justice (OJ) is reflected by two dimensions in this study, namely Distributive Justice (DJ) and Procedural Justice (PJ). The total measurement for OJ consists of 11 items, where 4 and 7 items respectively (DJ and PJ). The items were adapted from Colquitt (2001), where the author measure DJ on respondents' perceptions of the distribution of various rewards (i.e. pay raises, promotions, performance rating and general reward distribution). This four- item scales assessed adherence to the equity rule, a single normative rule which dictates that rewards and resources is distributed in accordance with recipients' contributions (Adams, 1965; Leventhal, 1976).

For procedural justice, seven-item scale that address the fairness of various procedures used in assessing and communicating feedback, solving work- relating problems and promotion procedures was used. These seven items assessed adherence to the rules outlined in Thibaut et al. (1975) and Leventhal (1980). Items 1 and 2 reflect Thibaut et al.'s (1975) concepts while items 3 to 7 reflect Leventhal's (1980) procedural justice concept.

The reliability level of OJ was good as a study (Colquitt, 2001) has both university and field setting research indicating good Cronbach alpha value or good internal consistency. The Cronbach's alpha values for DJ and PJ reported is 0.92 and 0.78 respectively in university setting while for field setting, Cronbach's alpha values for DJ and PJ reported

at 0.93 for both scales. All the items were measured on seven-points Likert Scale ranging from 1 (strongly disagree) to 7 (strongly agree).

Table 3.4

Measures of organizational justice

Variable	Operational Definition	Items
Distributive Justices	As people determined their own which stated that people determine whether they have been received fairly by comparing with other colleagues in same organization or any other organization which same social setting.	1. My performance “outcome” reflects the effort I have put into work?
		2. My performance “outcome” appropriate for the work I have completed?
		3. My performance “outcome” reflects what I have contributed to the organization?
		4. My performance “outcome” justified, given my performance?
Procedural Justices	As particular outcome as fair if some control over the process used to reach the outcome is given to them.	1. I have been able to express my views and feelings during those procedures.

Table 3.4 (Continued)

-
2. I had influenced over the “outcome” arrived at by those procedures.
 3. The procedures been applied consistently.
 4. The procedures been free of bias.
 5. The procedures been based on accurate information.
 6. I have been able to appeal the “outcome” arrived at by those procedures.
 7. The procedures upheld ethical and moral standards.
-

Source: Colquitt (2001)

3.6.3 Job Satisfaction

Job satisfaction was operationalized as an individual effective reaction or cognitive attitude towards job, it's an extent to which the individuals like or dislike their job. There are 6-items to measure job satisfaction which was adapted from Spector (1997). The responses will be tap in the range scale of seven-point Likert scale from the extent of 1 (Strongly Disagree) to 7 (Strongly Agree).

Table 3.5

Measures of job satisfaction

Variable	Operational Definition	Items
Job Satisfaction	As individual effective reaction or a cognitive attitude towards job; it is an extent to which individuals like or dislike their job.	<ol style="list-style-type: none"> 1. I am satisfied with the nature of the work I perform. 2. I am satisfied with my current supervisor/superior. 3. I am satisfied with my co-worker / colleagues. 4. I am satisfied with the pay. 5. I am satisfied with the career growth such increment and promotion. 6. Overall, I very satisfied with my current job.

Source: Ivancevich & Matteson, (2002); Spector (1997)

3.6.4 Work-Life Balance

This instrument consists of 15 items adapted from the article “Psychometric Assessment of an Instrument Designed to Measure Work-life balance” of Hayman (2005). The updated scale consists 15 items which was adapted from the original 19 items scale

designed by Fisher-McAuley, Stanton, Jolton and Gavin (2003). The first seven items measured Work Interference with Personal Life (WIPL), while the next four items measured Personal Life Interference with Work (PLIW) and lastly, the final four items measured Work/Personal Life Enhancement (WPLE). Items were rated on a seven-point Likert Scale ranging from 1 (strongly disagree) to 7 (strongly agree) and item number seven was reversed scored.

Table 3.6

Measures of Work-life balance

Variable	Operational Definition	Items
Work-life balance	As achieving a balance between the demands of employees' family life and work lives.	<ol style="list-style-type: none"> 1. My personal life suffers because of work. 2. My job makes personal life difficult. 3. I neglect personal needs because of work. 4. I put personal life on hold for work. 5. I miss personal activities because of work. 6. I Struggle to juggle work and non- work. 7. My personal life drains me of energy for work.

Table 3.6 (Continued)

-
8. I am Too tired to be effective at work.
 9. My work suffers because of my personal life.
 10. I find it hard to work because of personal matters.
 11. I am in a better mood at work because of personal life.
 12. I am happy with the amount of time for non-work activities.
 13. My job gives me energy to pursue personal activities.
 14. I am in a better mood because of my job.
 15. Personal life gives me energy for my job.
-

Source: Hayman (2005).

3.7 Statistical Design and Analysis

Results gathered from data were coded using Statistical Package for Social Science (SPSS) version 24.0. There are several statistical techniques were applied in this study in accord to descriptive and inferential statistics namely, frequency, descriptive, correlation and multiple linear regression analysis. To explain the details of respondents, frequency

analysis was executed which includes gender, age, educational level, job category and the length of employment in current company. Moreover, in determining the central tendency and dispersion of items, mean and standard deviation analysis was applied under descriptive analysis. Besides, the minimum and maximum value also included in this analysis to identify in general if there are any outliers.

Next, reliability analysis conducted for actual study as to determine the reliability of item in this study context. Then, followed by inferential statistics as to determine the significance value between the variables studied. Thus, Pearson correlation analysis was executed to examine the directions of correlation either positive or negative. Finally, multiple linear regression was applied to indicate the relative contribution of independent variables towards dependent variable besides to test hypotheses formulated for current study.

3.8 Chapter Summary

This chapter focused on the methodology part that being executed in this study. This include the research design, population, sample of study and sampling method, operationalization of variables, data collection procedure, questionnaire layout and together with analyses techniques. In a nutshell, this section gives a better clue of the research methodology adopted and the pattern of analysis applied to readers.

CHAPTER 4

DATA ANALYSIS AND RESULTS

4.0 Introduction

This chapter covers the results of the study using descriptive statistics (frequency, mean, standard deviation and reliability analysis), and inferential analysis (Pearson Correlation and Multiple Linear Regression). The analysis began with descriptive statistics where this analysis presented the respondent's demographics characteristics such as gender, age, education level, job category and length of employment. Followed by mean and standard deviation, reliability analysis and correlation analysis. Up to all, multiple linear regression analysis used to identify and clarify the relationship between Organizational Justices (Distributive Justice (DJ) and Procedural Justice (PJ)), Job Satisfaction (JS), and Work-Life Balance (WLB) on dependent variables, Organizational Commitment (OC).

4.1 Response rate

The survey questionnaire was distributed by using two approaches that are through online survey (Google form) and also manually-by hand. Two approaches applied due to few considerations like obey companies policy and rules, distance and cost involved. The survey was done on four manufacturing companies in Penang area. Premium Sound Solutions Sdn Bhd, Kontron Asia Pacific Design Sdn Bhd, Intel Technology Sdn Bhd and Motorola Technology Sdn Bhd. Out of 250 questionnaires distributed to the Gen Y employees in these four companies, only 150 questionnaires were returned, which constituted 60.0% of response rate. The form received 47 respondents from Google form and remaining received from manually-by hand which were 103 questionnaires.

According to Lindemann (2018), a response rate above 57% are usually considered acceptable for in-person survey besides 29% is acceptable for online survey, thus by evaluating both response rate, the 60.0% response rate in this study is considered acceptable to generalize the sample. The percentages of response received from in-person 67% and 33% from the online survey. However, the data analyzed for 126 respondents from the aged between 18 years old until 39 years old.

4.2 Descriptive statistics

4.2.1 Respondents' Demographics Characteristics

This sub-section demonstrates respondents' background that participated in this study. Few details taken prior to go in deep for the survey in order to achieve the objective of research, for example gender, age, education level, job category and the length of employment in current working place. The details were identified by using frequency analysis. The results expressed as in Table 4.1. as shown.

Table 4.1
Profile of Respondents

Demographic	Characteristic	Frequency	Percentage (%)
Gender	Male	59	46.8
	Female	67	53.2
Age	18 – 25	17	13.5
	26 – 33	53	42.1
	34 – 37	56	44.4
Education Level	Secondary School	10	7.9
	Certificate	12	9.5
	Diploma	22	17.5
	Bachelor Degree	69	54.8
	Postgraduate Degree	13	10.3

Table 4.1

(Continued) Profile of Respondents

Demographic	Characteristic	Frequency	Percentage (%)
Job Category	Technical – Engineering, Maintenance & Electrician.	63	55.0
	Services – Finance, HR, IT and Administration.	56	44.4
	Others	7	5.6
Length of Employment	<2 Years	36	28.6
	2 Years – 5 Years	58	46.0
	5 Years – 9 Years	14	11.1
	9 Years – 13 Years	7	5.6
	>13 Years	11	8.7

Table above expressed among 126 respondents, 59 (46.8%) are male and the remaining 67 (59.2%) is female respondents. In terms of respondents age, 17(13.5%) respondents were in age range of 18 to 25 years old, followed by 53 (42.1%) respondents were from age range of 26 to 33 years old. Out of 150 respondents, 56 (44.4%) were from 34 to 37 age group.

Referred to respondents' education level in these four companies is mixed with few levels, 10 (7.9%) were from secondary school level, 12 (9.5%) respondents has certificate in respective field, while 22 (17.5%) of respondents has Diploma. Bachelor Degree education qualification shows the biggest portion in education level category which half

of the respondents (69; 54.8%) has the Degree qualification. In addition, there are 13 (10.3%) of respondents who possessed postgraduate Degree in these companies.

With regards of respondents job category, 63 (50.0%) of respondents are from technical background that includes engineering, maintenance and electrician, while the 56 (44.4%) portion of respondents are from service field like from the finance, Human Resource, Information Technology (IT) and administration sections and the remaining 7 (5.6%) respondents are from other section of job category.

Based on the respondents length of employment, there are 36 (28.6%) respondents are in less than 2 years of service, 58 (46.0%) respondents are within 2 to 5 years of service length which indicate the biggest portion of respondents on length of employment. Moreover, 14 (11.1%) respondents are in length of 5 to 9 years of employment while 7 (5.6%) respondents are from 9 to 13 years of employment and the remaining 11 (8.7%) respondents are in more than 13 years of employment service length.

4.2.2 Central Tendency and Dispersion of Variables

Mean and standard deviation was implied to ensure the 'central' score of variables and span the values estimate at central tendency. Seven-point Likert Scale used in research survey to be in line and ensure high intensity of optimism (Pallant, 2007). Minimum and maximum value indicate to ensure that the value is within the seven-point likert scale and to identify if there is any outliers from the scale.

Table 4.2
Mean and Standard Deviation of variables

Variable	Min	Max	Mean	SD
Organizational Commitment (OC)	1.67	6.78	3.96	1.05
Distibutive justices (DJ)	1.00	6.25	4.79	1.16
Procedural justices (PJ)	1.86	6.43	4.20	1.05
Job Satisfaction (JS)	1.83	7.00	3.95	1.29
Work Life Balance (WLB)	1.20	7.00	3.97	1.32

a. *N* = 126

b. *Dependent Variable*= *Organizational Comitment (OC)*

c. *Independent Variable*= *Distributive Justice (DJ), Procedural justices (PJ), Job Satisfaction (JS) and Work Life Balance (WLB)*

Table 4.2 shows the mean is above moderate nearest to 4 and 5 on the seven-point likert scale and the minimum and maximum values indicate that the value were within the scale range which the most minimum value is 1.00 (Strongly Disagree) and the maximum value is 7.00 (Strongly Agree). It explains that there is no any outliers that fall out of the scale.

4.3 Reliability analysis

In the findings of coefficient of realibility; it's determined from Cronbach's Alpha which pointed that reliability coefficient will indicate how well the items in the set are positively correleted each other (Sekaran, 2010). According to Sekaran (2003), the level of reliability were considered in three stages, that is 0.80 and above is good, 0.70 considered as acceptable and 0.60 and below is considered as poor reliability or internal consistency.

The author added that the closer the better reliability coefficient gets to 1. In this study, reliability analysis was carried out for each variables are presented in table 4.3.

Table 4.3

Summary of Reliability Analysis: Cronbach's Coefficient Alpha

Variables		No. Of Items	No. Of Items Discarded	Cronbach 's Alpha	Level of Reliability
Organizational Commitment (OC)		9	0	.865	Good
Distibutive justices (DJ)		4	0	.801	Good
Procedural justices (PJ)		7	0	.856	Good
Job Satisfaction (JS)		6	0	.879	Good
Work Life Balance (WLB)		15	0	.957	Good

a. $N=126$

b. Based on Table 4.3, shows that almost all variables (OC, DJ, PJ, JS and WLB) indicating good level of reliability. The internal consistency values expressed that this context of research were sync with the current environment in companies involved in this study.

4.4 Inferential Statistics

4.4.1 Correlation Analysis

This sub-section were presenting Pearson correlation analysis which the aim is to identify the potential correlation between independent variables (DJ, PJ, JS, WLB) on dependent variable (OC). The result of analysis will expose the direction either substantially positive or negative. Gliner, Morgan and Leech (2009) explain if the correlation coefficient is +1.0 (perfect positive) between two variables, while if -1.0 (perfect negative) correlation between the varibales. To interpret the correlation coefficient, there should be identify

the coefficient and associated significance value (p), Coakes and Steed (2007). The authors added that the acceptable significant value (p) will be either 0.01 or 0.05. In this study, researcher adopt Cohen (1988) recommendations on interpreting r value, the strength of correlation coefficient. He recommended the r value of 0.10 to 0.29 (weak), 0.30 to 0.49 (moderate) and 0.50 to 1.00 (strong). On the other hand, Pallant (2007) mentioned if the value is zero (0) means there is no correlation. Table below shows the results of analysis.

Table 4.4
Results of Pearson Correlation Analysis

	OC	DJ	PJ	JS	WLB
Organizational Commitment (OC)	1				
Organizational Justice (OJ)					
Distributive Justices (DJ)	0.335**	1			
Procedural Justices (PJ)	0.459**	0.587**	1		
Job Satisfaction (JS)	0.380**	0.440**	0.649**	1	
Work-life Balance (WLB)	-0.055	-0.024	-0.118	-0.165*	1

a. $N = 126$

b. * $p < 0.05$; ** $p < 0.01$

c. *Dependent Variable= Organizational Comitment (OC)*

d. *Independent Variable= Distributive Justice (DJ), Procedural justices (PJ), Job Satisfaction (JS) and Work Life Balance (WLB)*

Based on result presented above in Table 4.4, with 126 samples tested on, two independent variables (OJ and JS) shows moderate correlation towards dependent variables (OC) and both are positively correlated to dependent variable while WLB is negtively but not correlated to OC. DJ ($r = 0.335$, $p < 0.01$), PJ ($r = 0.459$, $p < 0.01$), JS ($r = 0.380$, $p <$

0.01). Whereas, the insignificant and correlation been explained by WLB on OC ($r = -0.055$, $p > 0.05$).

4.4.2 Multiple Regression Analysis of the Variables

This sub-section was the extension of Pearson correlation analysis which will indicate the extension and deeper relationship between the variables on ‘how’ much the contribution of independent variables on dependent variable in this context of study besides answering the formulated hypotheses. Table 4.5 shows the results of multiple regression analysis for hypotheses testing.

Table 4.5
Results of Multiple Regression Analysis : OC, DJ, PJ, JS, WLB

Variable	Beta (β) (Standardized Coefficient)	t	Sig
Constant		3.369	0.001
Organizational Justice (OJ)			
Distributive Justices (DJ)	0.087	0.879	0.381
Procedural Justices (PJ)	0.322	2.750	0.007
Job Satisfaction (JS)	0.134	1.258	0.211
Work-life Balance (WLB)	0.007	0.088	0.930
R Square (R^2)	0.228		
Adjusted R Square	0.202		
F Value	8.922		
Sig. F Change	0.000***		

a. $N = 126$

b. *Dependent Variable: Organizational Commitment (OC)*

c. * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

Based on the above table (Table 4.5), R^2 value shows how well the model fits ($R^2 = 0.228$) for OC. In other words, the independent variables (DJ, PJ, JS, and WLB) explain 22.8% of the variance in the dependent variable (OC). The results indicate that Procedural Justice (PJ) was significantly related to OC, PJ ($\beta = 0.322$, $p < 0.01$) which seems the major influence to OC, while the rest DJ, JS and WLB were found to be not significantly predict and related to OC. DJ ($\beta = 0.087$, $p > 0.05$), JS ($\beta = 0.134$, $P > 0.05$) and WLB ($\beta = 0.007$, $p > 0.05$). Through the results of analysis found two hypotheses are accepted while the rest are rejected. However, the hypothesis development the past research found the WLB has negative relation and not support the OC. Table 4.5 shows the summary of all hypotheses.

4.5 Hypotheses Testing

Table 4.6
Summary of Hypotheses Testing

Hypotheses	Description	Results
H1	There is positive relationship between organizational justice (distributive justice) and organizational commitment among Gen Y.	Rejected
H2	There is positive relationship between organizational justice (procedural justice) and organizational commitment Gen Y.	Accepted
H3	There is a positive relationship between job satisfaction and organizational commitment Gen Y.	Rejected
H4	There is a negative relationship between Work-life balance and organizational commitment Gen Y.	Accepted

4.6 Chapter Summary

Based on the results revealed above, three research objectives of the current study have been accomplished through hypotheses testing. It explains clearly that not all independent variables are related to dependent variable. That is to say that only procedural justice has a significant relationship with organizational commitment while the rest (distributive justice, job satisfaction and work-life balance) are not significant to predict organizational commitment in this context of study which focused on Gen Y.



CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.0 Introduction

This chapter discusses the findings presented in chapter 4 along with the theoretical and practical contributions of the study. It also presents the limitations of this study and offers some suggestions for future research.

5.1 Summary of Findings

The study focuses its findings on the influence of organizational justices, job satisfaction and work-life balance on organization commitment among Gen Y employees in Manufacturing sector. The survey was done in four companies which are Kontron Asia Pacific Sdn Bhd, Premium Sound Solutions Sdn Bhd, Intel Technology Sdn Bhd and Motorola Technology Sdn Bhd. The multiple regression analysis results found that not all the independent variables of the study are able to predict organization commitment and supported the hypotheses of the study. Only two out of four hypotheses were supported and related to organization commitment that is procedural justice and work life balance. Whereas, distributive justices and job satisfaction were not related to organization commitment. Below discussion will explained in detail the research result based on hypotheses proposed.

5.2 Relationship between organization justices (distributive justice and procedural justices) and organization commitment.

The first objective of this study aimed to examine the relationship between organizational justice (distributive justice and procedural justice) and organizational commitment. The result of multiple regression analysis between distributive and procedural found no significant relationship between distributive justices and significant relationship between procedural justices with organization commitment. The result is not in line with past studies, for example the study found the strong relationship between organization justice which are distributive justices and procedural justices have significant relation with organization commitment (Ariff, 2012). However, insignificant due to past survey was conducted to middle and lower level managers; however, for this study the focus study among Gen Y employee born in 1980 till 2000 (SHRM, 2007).

The procedural justice can be identified from five elements; fairness, trust in supervisor, two-ways communications, clarity of expectation and understand on appraisal's process. (Tang et. Al, 2005). These elements are important for organization to promote organization commitment via procedural justices. The author was agreed with these elements as Gen Y employee more loyal to their job compare to organization, employer should provide with the clear expectation. The expectation can be formed of target that employee should achieved at the end of the year and what are the elements such skills, knowledge that employer requires from the employee.

Organization should promote program which encourage for transfer knowledge between senior and junior, **frequently feedbacks** and promote solving problem activities. The programs such mentor, coaching and buddies which promoting transfer knowledge and it could be reverse sharing from junior to senior in an organization. This program could also encourage for **two-ways communication**, work in team activities which are more applicable for Gen Y employee. The Gen Y employee more attract to work and received rewards in team, these are the elements that could assists increase in procedural justice in organization as per the study.

Beside the elements, there are common issues which confronted by the employee such unclear instruction by the supervisor which can reduce **trust between employee and supervisor**. It's common in Malaysia the employee's job description where stated as "*any other responsibilities will be provided from time to time by your supervisor*". The Gen Y employee look for concrete expectation to their career growth. Employer should provide clear expectation but don't be to tactics in how they complete the task. Whether they do it even at home, workplace or even at coffee shop doesn't matter as long as they complete the given tasks as per the requirement.

The understanding of performance appraisal system can increase the employee commitment, HR should publish the process of performance appraisal process for employee's references. This appraisal process should be brief to all employee to increase their understanding and reduce any doubts which lead on perceived of bias and unfair process. The process explained clearly how employee to achieved and the formula to

convert the target to rewards system. This are the elements that determines the increase of fairness in organization.

The changing of the manpower demographics has become attention in manufacturing industry, Gen Y who are currently dominant at workplace see things differently compared to the previous generations. Therefore, HR should be more alert on this changing of the organization commitment factors which previously research most focus on distributive justices, now we had to alert the organization commitment may also be relate to organizational process and procedural. The past research also tells that employees react to the organization discrimination directly by pilfering, damaging and harming the property of the organization or they show psychological extraction and confrontation behavior (Jermier, Knights & Nord, 1994).

5.3 Relationship between job satisfaction and organization commitment

The second research objective of this study aimed to examine the influence of job satisfaction and organization commitment. The result of multiple regression analysis found that job satisfaction does not predicting organization commitment. The finding of this study is quite surprisingly as most of the studies (Steers, 1977, Marsh & Mannari, 1977, Meyer & Allen, 1997, Arciniega & Gonzalez, 2002, Jernigan, Beggs and Kohut, 2002) found the strong relationship between job satisfaction and organization commitment. It is also contradicting from the literature in chapter two which numbers of study found positive relationship.

The reasons of insignificant result could be due to different in industries, location and the type of respondent compare to the past literature. As this study was conducted in Penang, there are almost giants manufacturing based from various countries such as Intel, Motorola, Western Digital, HP, Robert Bosch and etc. The trends of job hopping in Gen Y employee in every two years is common and become normal. The reasons behind job hopping are not only due to salary but sometimes it is due to their own characteristic which feels more loyal to their job instead of the organization (Benson and Brown (2011). The organization commitment will not influence by the job satisfaction as their character was determine. The job satisfaction dimensions such job scope, co-worker, supervisor, career growth and pay scale were not impacted for Gen Y in organization commitment.

5.4 Relationship between work-life balance and organization commitment

The third research objective of this study aimed to determine the influence of work-life balance and organization commitment. The result of multiple regression analysis found work-life balance are not predicting organization commitment. Thus, the hypotheses developed for work-life balance is accepted. The result of this study parallel with the recent study (Eric Lim, 2011) of WLB and organization commitment in Gen Y employee.

The study of Gen Y employees do not consider WLB as the necessary factor or determinant that make them stay in the company (Eric Lim, 2011). The WLB does not impact to the organization commitment. As mentioned in chapter two Gen Y perception of attitude towards works was value freedom, finds leisure very important and wants a job that is interesting are not impacts to organization commitment.

In today organization, as most of the organization provide the flexibility to suit the employee requirement it's become needs not necessary to achieve the employee commitment. Now, it's common for employee work from anywhere and able to excess every time even though during vacation as employer provided them with tools which easy to access. For instances, mobile with the email connection, Skype which meeting can me organized from different locations and etc. The modern human resource, recruitment channels are not depending on the advertisement in newspaper, now we had a lot of social media which advertisement can be posted twenty-four hours and seven days.

The change of technology also gives impacted to Gen Y working style. Gen Y demanding freedom in completing the tasks, work in different demographics has been trend in today's workforce. The company was based in Singapore and employees work in Malaysia was a normal. There is no barrier for employee to confront with the work-life balance issues. The employer has to be more creative and implement several flexibilities. Most of the Multinational companies in Penang such as Boston Scientific, Robert Borsch and Intel had implemented a prime time in their working hours which employee flexible in clock in between 7.00 am to 9.00 am and clock out between 4.00 pm to 5.00 pm.

5.5 Limitation and Future Direction of Research

There are few limitations found in this study that might influence the interpretations and generalizations of the results. The limitations and suggestions for future study were discussed below.

The study intends to understand the influence of organization justices, job satisfaction, work life balance and organization commitment. However, due to time and data information constraint, researcher was only able to gain data from four selected manufacturing located in Northern region of Malaysia. The limitation of data may refer to organization's rules and regulation which could not reveal the list name of employees working in that manufacturing. It leads to applying non-probability sampling which could not generalized the study to whole population. Thus, the findings were only captured perception of those participate in this study and failed to generalize from the others sector such foods industries, oil and gases and health sectors. Therefore, there is a need for future study which could enhance and increase the better understanding of organization commitment issues that influenced by named variables, especially when involving other sectors that possess different types of demands and resources, or even can execute a comparison study among Gen Y in different sectors.

Second limitation in duration of completing the research study, to tested more independent variables. Organization commitment topic among Gen Y is become attention in every sector as talent is one of the competitive advantages that is difficult to imitate by the competitors, the further research could study on the others factors that could leads to organization commitment. The results of the studies are valuable to organization for future improvement on the manpower environment. The change in demographics, technology, global economic and socialization was impacted to the factors influence in organization commitment. If the Gen X like to work in comfort zone, it's different from the next generation which prefer challenging and interesting work environment.

Third limitation, the method of collecting data will be more useful if we conducted via quantitative and qualitative as this will increase the understanding and interpretation of the result from the respondents. As this study collected the data via questionnaire, it will give an advantage for the studies to have face-to-face interview in further research.

Forth, suggest for increase the number of respondents instead of focusing in Penang, further studies may expand the sample size to another region which the result may generalized for Gen Y employee in Malaysia. This is very useful for further organization in identifying the strategies to drive the organization competitive advantage and increase the organization productivity.

5.6 Practitioner Implication

The study of organization commitment among Gen Y is valuable for practitioner for references on the factors that affected organizational commitment. The higher attrition rate was not contributed by the monetary which conducted by Hays Survey in 2018. The first, 61% salary and remuneration packages remains as the major factor, second 47% slow career progression, third 47% seek new challenges and the fourth 35% due to management style and company culture.

In 2019, the authors estimate change in the reason's employee leave among Gen Y there will be changed. The monetary rewards not the main reasons of employee leave from the organization. Another factors of politics in the organization environment should be next research conducted. The process of performance appraisal evaluation, the merit system, the performance improvement plan selections and etc. This are the process that should be

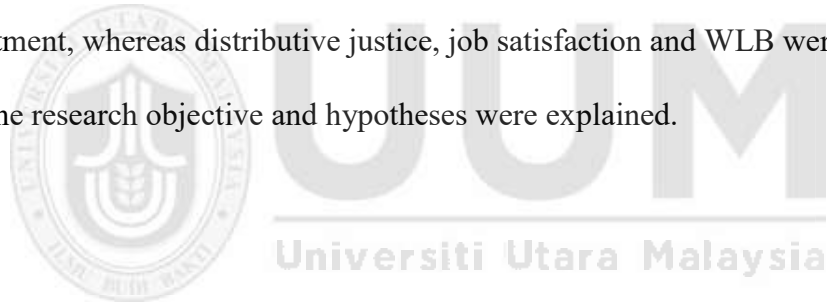
revisit the process and procedures, to ensure it's free from unfair and bias among supervisor and subordinate.

The theory of bell curve in the performance appraisal result should be further study and analyze as the relevancy of practicing in organization to indicate the employee performance. As most of the feedback reveals, even though the employee performs as per the Key Performance Indicator (KPI), but they still under the need improvement as to meet the requirement of bell curve theory.



5.7 Conclusion

The objective of this study is to explore the influence of organizational justices, job satisfaction and work-life balance on organization commitment. The study covers manufacturing companies in Penang such as Intel Technology, Kontron Asia Pacific Design, Premium Sound Solutions and Motorola Technology and therefore statistical results have represented these manufacturing as significant contributor, added value and also ‘cornerstone’ for expansion of literature of organization commitment. Out of 250 questionnaires e-mailed to the Gen Y employees, only 126 responses had received. By using SPSS 24, a total of 126 complete responses were analyzed. Multiple regression analysis revealed that only procedural justice was significant predictor for organization commitment, whereas distributive justice, job satisfaction and WLB were not significant. Thus, the research objective and hypotheses were explained.



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Appendix A: Questionnaire



OTHMAN YEOP ABDULLAH

GRADUATE SCHOOL OF BUSINESS

QUESTIONNAIRE FORM

RESEARCH TITLE:

**“FACTORS AFFECT ORGANIZATION COMMITMENT AMONG GENERATION
Y IN MANUFACTURING INDUSTRY”**

Dear Respondent,

I'm a Master Degree of Human Resource Management student from Graduate School of Othman Yeop Abdullah, Universiti Utara Malaysia (OYAGSB UUM). Currently, I am in the midst of conducting survey as part of the Academic requirement of my study. I would like to invite you to participate in this survey, which aimed to find out factors that affect organizational commitment among Gen Y in Manufacturing Industry. You are kindly requested to respond to all questions in each section stated in the following questionnaire. It should not take more than 30 minutes to complete the entire questionnaire and all your response will be kept confidential and will only be used for academic purposes.

Thank you for your time in participating this survey.

Prepared by:

Naemah Jamil

Master of Human Resource Management

Othman Yeop Abdullah Graduate School of Business (OYAGSB)

Universiti Utara Malaysia, Sintok

Section A: Demographic Information

Please circle the following information about yourself on the relevant answer provided.

1. Gender

☐ Female

☐ Male

2. Age

☐ 18 – 25 Years old

☐ 26 – 33 Years old

☐ 34 – 37 Years old

☐ 38 – 41 Years old

☐ 41 Years old and above

3. Educational Level

☐ Secondary School

☐Certificate

☐Diploma

☐Bachelor Degree

☐Postgraduate Degree

4. Job category

☐Technical - Engineering, Maintenance, Electrician

☐Services - Finance/HR/IT and Administration

☐Others please specify: _____

5. Length of employment in this company (year)

☐ < 2 Years

☐ 2 Years – 5 Years

☐ 5 Years – 9 Years

☐ 9 Years – 13 Years

☐ > 13 Years

Section B : Organizational Commitment

The questions in this section consist of Seven (7) Liker scale measurement, please circle on the respective level of degree which you feel about the company where you work. Please indicate the degree of your agreement or disagreement with the statement by circling a number from 1 to 7.

Strongly Disagree	Disagree	Moderate Disagree	Neutral	Moderate Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

No.	Questions	Degree of Agreement or Disagreement							
1	I really feel as if this organization's problems are my own.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	This organization has a great deal of personal meaning for me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	I feel that I have too few options to consider leaving this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	For me personally, the costs of leaving this organization would be far greater than the benefit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	I would not leave this organization because of what I would stand to lose.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	If I decided to leave this organization, too much of my life would be disrupted.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Even if it were to my advantage, I do not feel it would be right to leave my organization now.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	I would violate a trust if I quit my job with this organization now.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section C : Distributive Justice Scale

The questions in this section refer to appropriateness of the actual “outcome” (e.g. yearly increment, promotions and career growth such training and development) you received on your current work environment. Please indicate the degree of your agreement or disagreement with the statement by circling a number from 1 to 7.

Strongly Disagree	Disagree	Moderate Disagree	Neutral	Moderate Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

No.	Questions	Degree of Agreement or Disagreement						
1	My performance “outcome” reflect the effort I have put into work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	My performance “outcome” appropriate for the work you have completed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3	My performance “outcome” reflect what you have contributed to the organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	My performance “outcome” justified, given your performance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section D : Procedural Justice Scale

The questions in this section refer to the procedure used to arrive at your “outcome” (e.g. yearly increment, promotions and career growth such training and development). Please indicate the degree of your agreement or disagreement with the statement by circling a number from 1 to 7.

Strongly Disagree	Disagree	Moderate Disagree	Neutral	Moderate Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

No.	Questions	Degree of Agreement or Disagreement						
1	I have been able to express your views and feelings during those procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	I had influence over the “outcome” arrived at by those procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	The procedures been applied consistently?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4	The procedures free from bias?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	The procedures been used on accurate information?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	I have been able to appeal the “outcome” arrived at by those procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	The procedures upheld ethical and moral standards?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section E : Work-life Balance Scales

The questions refer to your own feeling about the relationship between your personal life and your work life. Please indicate the degree of your agreement or disagreement with the statement by circling a number from 1 to 7.

Strongly Disagree	Disagree	Moderate Disagree	Neutral	Moderate Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

No.	Questions	Degree of Agreement or Disagreement						
1	My personal life suffers because of work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	My job makes personal life difficult.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	I neglect personal needs because of work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	I put personal life on hold for work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5	I miss personal activities because of work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	I struggle to juggle work and non- work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	My personal life drains me of energy for work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	I am too tired to be effective at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	My work suffers because of my personal life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	I find it hard to work because of personal matters.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	I am in a Better mood at work because of personal life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	I am happy with the amount of time for non-work activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	My Job gives me energy to pursue personal activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	I am in a better mood because of my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	Personal life gives me energy for my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section F : Job Satisfaction

The questions refer to your own feeling; how satisfied you are with the following situations. Please indicate the degree of your agreement or disagreement with the statement by circling a number from 1 to 7.

Strongly Disagree	Disagree	Moderate Disagree	Neutral	Moderate Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

No.	Questions	Degree of Agreement or Disagreement						
1	I am satisfied with the nature of the work I perform.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	I am satisfied with my current supervisor/superior.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	I am satisfied with my co-worker/colleagues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	I am satisfied with the pay.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	I am satisfied with the career growth such increment and promotion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Overall I very satisfied with my current job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**** Thank You ****

Appendix B: Respondent profile

i) Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	67	53.2	53.2	53.2
	Male	59	46.8	46.8	100.0
	Total	126	100.0	100.0	

ii)



Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25 Years old	17	13.5	13.5	13.5
	26-33 Years old	53	42.1	42.1	55.6
	34-37 Years old	56	44.4	44.4	100.0
	Total	126	100.0	100.0	

iii) Education level

Education_level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary School	10	7.9	7.9	7.9
	Certificate	12	9.5	9.5	17.5
	Diploma	22	17.5	17.5	34.9
	Bachelor Degree	69	54.8	54.8	89.7
	Postgraduate Degree	13	10.3	10.3	100.0
	Total	126	100.0	100.0	

iv) Job category

Job_category

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Technical- Engineering, Maintanance, Electrician	63	50.0	50.0	50.0
	Service-Finance/ HR/ IT and Administration	56	44.4	44.4	94.4
	Others	7	5.6	5.6	100.0
	Total	126	100.0	100.0	

v) Length of employment

		Length_of_employment			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	<2 Years	36	28.6	28.6	28.6
	2 Years - 5 Years	58	46.0	46.0	74.6
	5 Years - 9 Years	14	11.1	11.1	85.7
	9 Years - 13 Years	7	5.6	5.6	91.3
	>13 Years	11	8.7	8.7	100.0
	Total	126	100.0	100.0	

Appendix C: Reliability Analysis

i) Reliability Analysis for Organization Commitment

Case Processing Summary

		N	%
Cases	Valid	126	100.0
	Excluded ^a	0	.0
	Total	126	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.865	9

Item Statistics

	Mean	Std. Deviation	N
OC1	4.32	1.733	126
OC2	4.56	1.353	126
OC3	4.15	1.454	126

OC4	4.41	1.561	126
OC5	3.98	1.327	126
OC6	3.71	1.469	126
OC7	3.80	1.475	126
OC8	3.30	1.655	126
OC9	3.41	1.651	126

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
OC1	31.34	73.427	.474	.864
OC2	31.10	77.943	.449	.863
OC3	31.51	75.436	.513	.858
OC4	31.25	76.331	.430	.866
OC5	31.67	74.973	.599	.850
OC6	31.94	70.821	.709	.840
OC7	31.86	70.251	.731	.838
OC8	32.36	69.047	.680	.842
OC9	32.25	66.203	.803	.828

ii) Reliability Analysis for Distributive Justice

Case Processing Summary

		N	%
Cases	Valid	126	100.0
	Excluded ^a	0	.0
	Total	126	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's

Alpha	N of Items
.801	4

Item Statistics

	Mean	Std. Deviation	N
DJ1	5.09	1.497	126
DJ2	4.90	1.335	126
DJ3	4.85	1.265	126
DJ4	4.36	1.764	126

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
DJ1	14.11	14.916	.409	.847
DJ2	14.29	12.577	.795	.671
DJ3	14.35	12.293	.901	.629
DJ4	14.84	12.727	.481	.837

iii) Reliability analysis for Procedural Justice

Case Processing Summary

		N	%
Cases	Valid	126	100.0
	Excluded ^a	0	.0
	Total	126	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.856	7

Item Statistics

	Mean	Std. Deviation	N
PJ1	4.48	1.343	126
PJ2	4.49	1.276	126
PJ3	4.17	1.486	126
PJ4	4.06	1.452	126
PJ5	3.78	1.663	126
PJ6	3.92	1.608	126
PJ7	4.56	1.249	126

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
PJ1	24.98	41.360	.685	.827

PJ2	24.97	42.303	.667	.830
PJ3	25.29	40.398	.656	.830
PJ4	25.40	44.465	.435	.861
PJ5	25.68	38.730	.652	.831
PJ6	25.54	40.458	.585	.842
PJ7	24.90	41.959	.709	.825

iv) Reliability analysis for Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	126	100.0
	Excluded ^a	0	.0
	Total	126	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.879	6

Item Statistics

	Mean	Std. Deviation	N
JS1	4.52	1.724	126
JS2	4.74	1.426	126
JS3	5.55	1.300	126
JS4	4.03	1.639	126
JS5	3.52	1.672	126
JS6	3.75	1.686	126

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
JS1	21.60	38.019	.716	.854
JS2	21.38	43.678	.557	.878
JS3	20.57	42.871	.685	.861
JS4	22.09	40.752	.611	.872
JS5	22.60	36.883	.814	.836
JS6	22.37	37.690	.758	.846

- v) Reliability analysis for Work-life balance

Case Processing Summary

		N	%
Cases	Valid	126	100.0
	Excluded ^a	0	.0
	Total	126	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

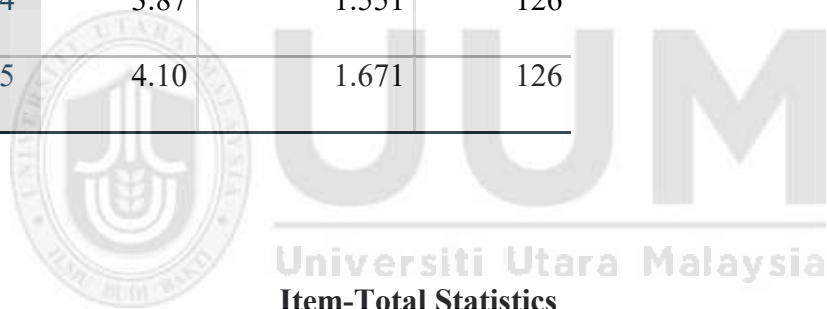
Cronbach's

Alpha	N of Items
.957	15

Item Statistics

	Mean	Std. Deviation	N
WLB1	4.36	1.813	126
WLB2	3.89	1.860	126
WLB3	4.16	1.817	126
WLB4	4.13	1.725	126

WLB5	4.03	1.615	126
WLB6	3.87	1.551	126
WLB7	4.10	1.671	126
WLB8	3.29	1.524	126
WLB9	3.34	1.684	126
WLB10	3.52	1.742	126
WLB11	4.80	1.570	126
WLB12	4.13	1.725	126
WLB13	4.03	1.615	126
WLB14	3.87	1.551	126
WLB15	4.10	1.671	126



	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
WLB1	55.25	353.755	.565	.958
WLB2	55.71	336.126	.821	.953
WLB3	55.44	336.345	.839	.952
WLB4	55.48	339.115	.842	.952
WLB5	55.57	342.039	.853	.952

WLB6	55.74	342.035	.891	.951
WLB7	55.51	341.932	.823	.953
WLB8	56.31	352.775	.707	.955
WLB9	56.26	346.979	.730	.955
WLB10	56.08	351.450	.629	.957
WLB11	54.80	377.200	.261	.963
WLB12	55.48	339.115	.842	.952
WLB13	55.57	342.039	.853	.952
WLB14	55.74	342.035	.891	.951
WLB15	55.51	341.932	.823	.953



Appendix D: Latent Variable Correlations

	OC	DJ	PJ	JS	WLB
OC	1				
DJ	0.335**	1			
PJ	0.459**	0.587**	1		
JS	0.380**	0.440**	0.649**	1	
WLB	-0.55	-0.24	-0.118	-0.165	1

Appendix E: Model of summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.477	0.228	0.202	0.94410

Appendix F: Result of the Cronbach's alpha

	Cronbach Alpha
OC	0.865
DJ	0.801
PJ	0.856
JS	0.879
WLB	0.957